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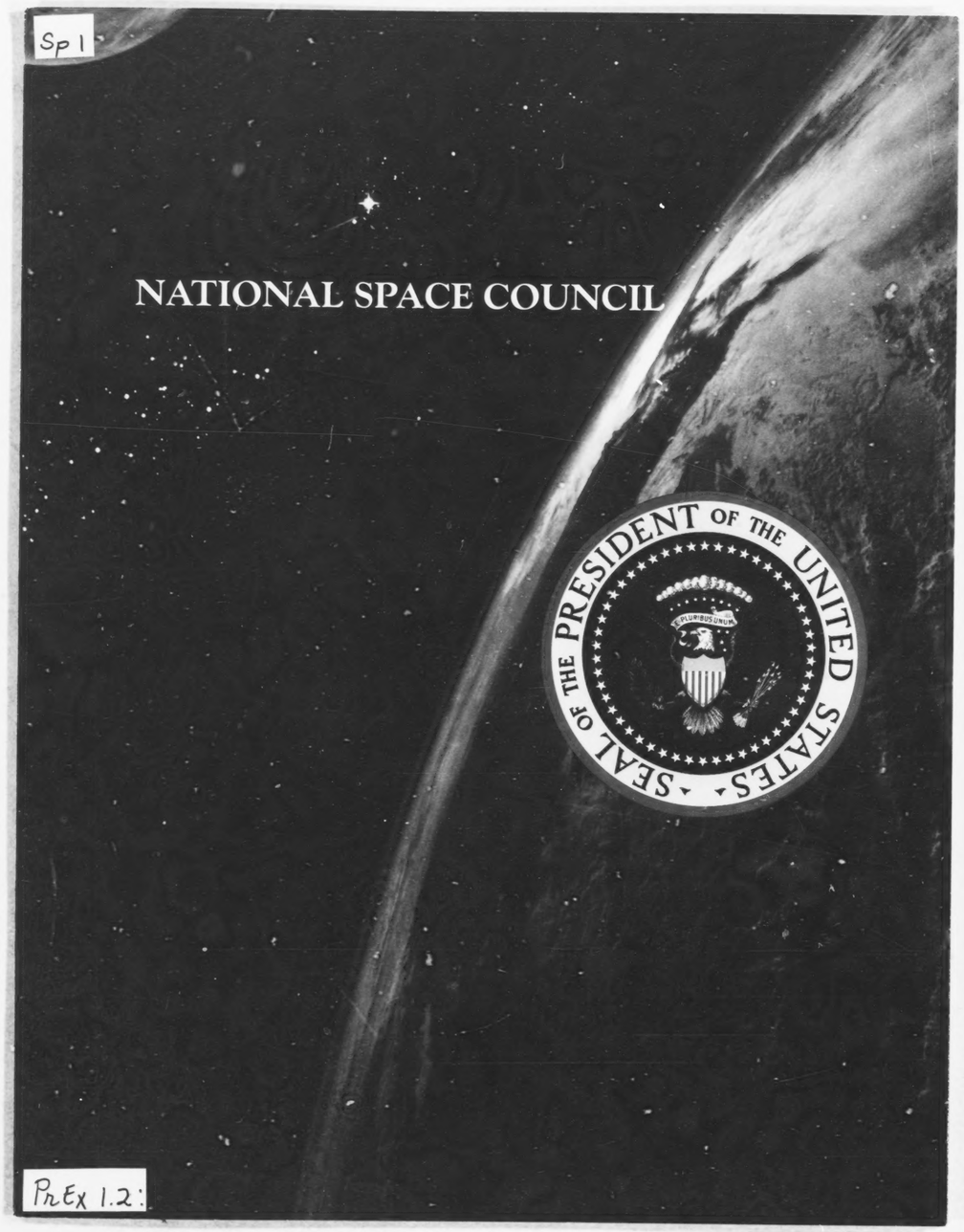

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The National Space Council

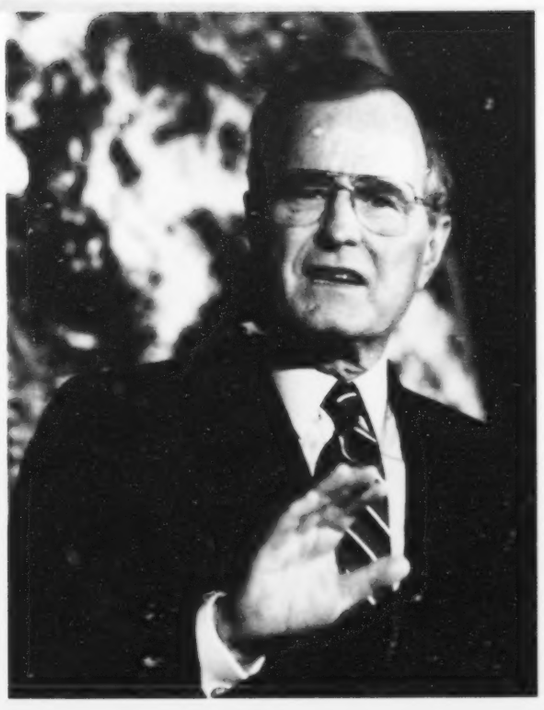
The National Space Council is responsible for the coordination of U.S. space policies and strategies and for monitoring their implementation. It was created by an act of Congress in 1988 and was established by President Bush's Executive Order No. 12675 on April 20, 1989. In signing the Order, the President said that space is of vital importance to the nation's future and to the quality of life on Earth, and he charged the Council to keep America first in space.

The Council is chaired by Vice President Dan Quayle, who serves as the President's principal advisor on national space policy and strategy. Other members of the Council include:

- The Secretary of State
  James A. Baker, III
- The Secretary of the Treasury
  Nicholas F. Brady
- The Secretary of Defense
  Dick Cheney
- The Secretary of Commerce
  Robert A. Mosbacher
- The Secretary of Transportation
  Samuel K. Skinner
- The Secretary of Energy
  James D. Watkins
- The Director of the Office of
  Management and Budget
  Richard G. Darman
- The Chief of Staff to the President
  John H. Sununu
- The Assistant to the President for
  National Security Affairs
  Brent Scowcroft
- The Assistant to the President for
  Science and Technology
  D. Allan Bromley
- The Director of Central Intelligence
  William H. Webster
- The Administrator of the National Aeronautics
  and Space Administration
  Richard H. Truly

The Vice President invites the participation of the Chairman of the Joint Chiefs of Staff, the heads of other departments and agencies, and other senior officials in the Executive Office of the President when the topics under consideration by the Council so warrant.

The National Space Council is supported by an Executive Secretary appointed by the President. The first Executive Secretary of the Council, Mark Albrecht, leads an eleven-member policy staff. The Council is further supported by a sub-cabinet-level interagency Policy Implementation and Review Committee (PIRC) composed of senior representatives of each member of the Space Council and chaired by the Space Council's Executive Secretary. Interagency working groups, chaired by Space Council staff, prepare policy studies, develop strategy alternatives, and provide advice and recommendations to the PIRC.



"In the coming century, first in Space will mean first on Earth. And America intends to stay number one."

President George Bush
February 2, 1990

Since signing the Executive Order that established the National Space Council, President Bush has made clear his resolve that this nation will lead the world in space. His landmark speech on July 20, 1989, the 20th anniversary of the Apollo Moon landing, established America's goals in space exploration: "... a long-range continuing commitment... first for the coming decade — Space Station Freedom — our critical next step in all our space endeavors. And next, for the new century — back to the Moon. Back to the future. And this time, back to stay. And then — a journey into tomorrow — a manned mission to Mars... ."

The President reaffirmed his resolve in his speech at the University of Tennessee on February 2, 1990: "...first in space will mean first on Earth. And America intends to stay Number 1. ...Our goal: To place Americans on Mars — and do it within the working lifetimes of the scientists and engineers who will be recruited for the effort today... ." A subsequent speech at Texas A&I University on May 11, 1990 put a firm date — 2019 — on his goal: "I believe that before Apollo celebrates the 50th anniversary of its landing on the Moon, the American flag should be placed on Mars."

The Vice President, too, has demonstrated publicly his strong support for the President's space objectives. He enunciated U.S. National Space Strategy in a major address to the American Astronomical Society on January 10, 1990: "First, we intend to develop our space launch capability and its related infrastructure as a national resource. ... Our second goal is to open the frontiers of space. This includes manned and unmanned programs. ...[Third,] the National Space Council is committed to intensifying our use of space to deal with problems on Earth. ...[Fourth,] we believe the exploration of space will enhance our economic well-being and our overall national competitiveness, ... and the final element of our strategy, of course, is ensuring that our space program contributes to our nation's security... ."

Having defined the Space Council's planning process for implementing the President's goals in space, the Vice President laid before the American people his rationale for a strong and comprehensive civil space program. At the U.S. Space Foundation's Sixth National Space Symposium in Colorado Springs on April 10, 1990, he said: "...in the next century space may be key to allowing us to satisfy our energy needs from space without damaging the environment; providing us with increased access to rare and essential metals and minerals; and allowing us to develop new information services which could further the revolution in communications which has already begun. And of course, in the next century, research in space could lead to new medicines or medical treatments of incalculable benefit to mankind... ."

The National Space Council was created by the United States Congress to help the President define U.S. space policy and strategies for its implementation. Led by the Vice President, the Council carries out activities to integrate and coordinate civil, commercial, and national security space activities and has taken major steps toward their implementation.

The Council's planning process consists of four phases:

- Define broad goals and objectives for the U.S. space program;
- Determine strategies to implement those goals and objectives;
- Monitor the implementation of these strategies; and,
- Resolve specific issues that arise during the implementation process.

In implementing this planning process five strategic elements have been developed.

The five key elements of U.S. National Space Strategy:

1 To develop U.S. space launch capability — our transportation to and from space — as a national resource: the space transportation infrastructure will be to the 21st century what the great highway and dam projects were to the 20th. We will ensure that this infrastructure provides assured access to space, sufficient to achieve all U.S. space goals.

2 To open the frontiers of space through both manned and unmanned exploration: we will build on the successes of Viking and Voyager and proceed to comprehensively explore the solar system with Magellan, Hubble, Ulysses, and other ambitious unmanned programs. The President's call to complete Space Station Freedom, return to the Moon to stay, and the journey to Mars has finally given a much needed focus to our manned efforts. New ideas will be synthesized into varied approaches to undertake these premier space flight missions of the future.

3 To intensify our use of space in solving problems here on Earth: we already use space systems to verify arms control treaties and to provide our defense forces with warning, communications, navigation, meteorology and other functions vital to our national security. Satellite communication networks link peoples around the globe and contribute to the increasingly successful fight against repression and totalitarianism. Remote sensing from space contributes to a variety of land and ocean use applications and helps us understand, and potentially mitigate, the process of global climatic change.

4 To foster our economic well-being: we will capitalize on the unique environment of space to investigate and produce new materials and medicines and develop clean and abundant energy for all. The resulting private investment will create jobs, boost the economy, and strengthen our science, engineering, and industrial base. Along the way, new commercial space markets will be created and existing industries will become stronger and more competitive in the world marketplace.

5 To ensure the freedom of space for exploration and development: there are currently numerous spacefaring nations, with many others on the way. Space will become to the future what oceans have always been — highways to discovery and commerce. But the sea lanes must be open to be usable, and as we know from past conflicts, they are subject to disruption. Thus, we must ensure the freedom to use space for exploration, development, and security for ourselves and all nations.

National Space Council Planning Process

To guide national space activities and ensure an integrated national space program, the Space Council has designed a planning process consisting of four phases.

In its first year, the National Space Council made a strong start toward implementing this planning process and establishing essential strategies.

1

Establish broad goals and objectives for the U.S. space program.

The Council revised the 1988 National Space Policy and reissued it as Directive #1. This new policy was approved by President Bush on November 2, 1989. It provides the basic goals and overall policy guidance for the U.S. space program.

The new directive clarifies, strengthens, and streamlines policy in selected areas such as civil and commercial remote sensing, space transportation, space debris, federal subsidies of commercial space activities, and Space Station Freedom.

Most importantly, however, it establishes the ongoing direction of U.S. space efforts and provides a broad policy framework for the future U.S. space program. It reaffirms the nation's commitment to the exploration and use of space, in support of our national well-being and recognizes that spaceship requires sustained preeminence in areas of space technology, national security and to achieve key scientific, technical, economic, and foreign policy goals.

2

Establish strategies to implement these goals and objectives through an integrated nation-wide set of activities.

The Council formulated a Space Exploration Initiative. The President signed the implementing Policy Directive on February 23, 1990. He also signed a second policy directive to explore international cooperation in this initiative.

The Council is also currently formulating a space launch vehicle policy and a separate, but related policy on commercial uses of space.

3

Monitor the implementation of these strategies.

To monitor implementation of Presidential policies, the National Space Council establishes working groups consisting of representatives of Space Council member agencies as well as other affected departments and agencies. These working groups review progress toward accomplishing Space Council goals and implementing Presidential space decisions and policies. They then formulate position papers and issue papers to be forwarded to the full Space Council for information and action.

One example of Space Council implementation monitoring is the activity following the President's decision to explore possible international cooperation in our exploration initiative. In response, a working group was formed consisting of members from the involved departments and agencies and chaired by a Senior Space Council Staff Officer. This group meets frequently and has prepared agreed upon guidelines for discussions with potential international partners. As this dialogue develops in 1991, the working group will continue to monitor the discussions and forward status and decision memos to the Space Council.

4

Resolve specific program or policy issues arising from ambiguities or disagreements in implementing the strategies.

Several program issues that arose as a result of changing circumstances or policy ambiguities were resolved.

The Landsat remote sensing program—the Council recommended terminating government funding because of the government's continuing need for Landsat data and the inability of the private sector to obtain a viable business for commercial viability.

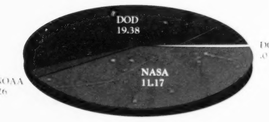
National Aerospace Plane policy—here the Council recommended focusing the program objectives on proving the requisite technologies, including a flight of a test aircraft, and continuing management of the program as a national enterprise.

The Council approved a U.S. Commercial Space Launch Policy providing important guidance for efforts to use the competitiveness of private sector space activities. To achieve this goal the Council has specified a coordinated set of actions for the next ten years.

KEY ELEMENTS OF NATIONAL SPACE STRATEGY

The Space Council's approach for implementing U.S. National Space Policy divides all space activities into five key elements, each of which encompasses civil, defense, and commercial activities conducted by NASA, DOD, DOE, DOT and other government agencies, and the private sector.

The space program serves multiple objectives: preserves the nation's security, creating economic opportunity, developing new and better technologies, attracting good students to engineering, math and science, and exploring space for the benefit of mankind. The Council's approach is designed to achieve these objectives as an integrated national effort cutting across traditional lines of civil, national security and commercial programs. The following representation highlights where government funding is expended in support of the U.S. space program.



Resources for Space

Total U.S. Government spending on space-related activities is over $30 billion in fiscal year 1990. To put this in context, space spending is 2.5% of the almost $1.2 trillion federal budget. Put another way, federal space spending is only one half of one percent of our $5.5 trillion Gross National Product.

Most of the funds for space activities are divided between NASA and the Department of Defense as portrayed by the chart above. The chart on the right highlights the breakout of space expenditures according to the five elements of our U.S. Space Strategy. As can be seen, well over half of our space spending is directly devoted to solving problems on earth. The majority of the remainder of these funds is spent in developing our space launch infrastructure to place and operate these systems in space.